

## **PROPOSED MARKETING STRATEGY TO INCREASE THE NUMBER OF STUDENTS OF STUDY PROGRAMS FOR YARSI UNIVERSITY**

Rizki Amalia and Mustika S. Purwanegara  
School of Business and Management  
Institut Teknologi Bandung, Indonesia  
Rizki.amalia@sbm-itb.ac.id

**Abstract**—Since the establishment of School of Medicine in 1967 YARSI which consists of only one medicine faculty until they changed the status to YARSI University in 1989 until now, with five faculties, many achievements have been reached and can be proud of. Among them are the best private medical college in Jakarta, and even nationally recognized. However, these conditions are not followed outside medicine faculty where less students when compared to medicine faculty. To find the root problems that facing by YARSI university and its solutions, a preliminary step is collecting data on both primary and secondary data. Secondary data used to analyze the macro environment, the porter's five force analysis, competitors analysis, segmenting, targeting and positioning, and marketing mix. Primary data used to consumer analysis with distributing questionnaire to and YARSI University student. The result analysis are YARSI university does not have a strong marketing strategies and less optimal promotions so that could cause low awareness. Therefore, the proposed marketing strategy in accordance with current conditions as well as marketing communications strategy to increase the number of students who enroll in all YARSI university courses.

**Keywords:** higher education, YARSI, marketing strategy

### **1. Introduction**

According to Regulation of Education National System that was Regulation No. 2, 1989, University is a college which consists of some faculties providing academy education and/or professionalism in some certain disciplines. Since established as the School of Medicine in 1967 YARSI which consisted of only one faculty Medicine until changed the status of a YARSI University in 1989 to the present by adding five faculties: the Faculty of Economics, Faculty of Law, Faculty of Information Technology, Faculty of Psychology, Faculty of Medicine and Dentistry which opened this year (2012). YARSI has trouble, because the number of students outside of medical school is small. Ideally, like most of the profitable private university, YARSI expects significant growth of the number of students who enroll. However, the objective conditions of YARSI did not encouraging. Although the numbers of medical schools are still far exceed non medical school, but in five years, the number of students in medical school has decreased.

### **2. Business Issue Exploration**

The main issue faced by YARSI University is that the decreasing number of Medical Faculty, small number of students in other faculties. The following analysis is needed to identify one or several significant factor affecting the business issues.

#### **Conceptual Framework**

Conceptual framework to explore those issues contains of company internal and external condition analysis. The following are conceptual framework that shown in figure 1.

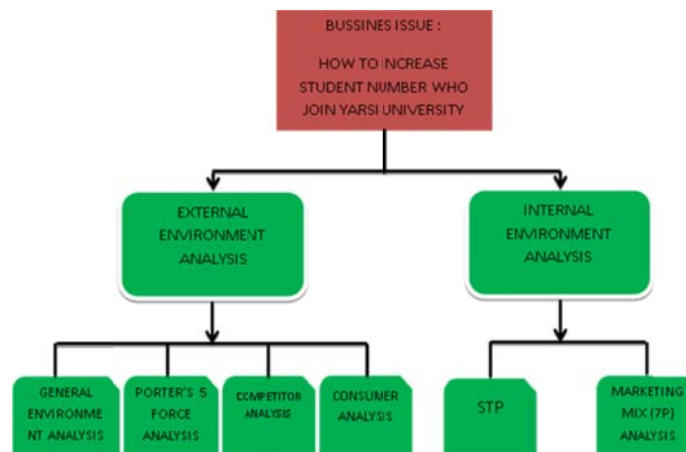


Figure 1 Conceptual Framework

From figure 1 its clear that the fist thing that analyzed is the external environment analysis includes the general environment analysis that if exploited effectively, helps a company Achieve strategic competitiveness (Ireland, Hoskisson, & Hitt, 2011), then Porter's 5 Force to analysis the industries, Competitor analysis, and consumer analysis with distributing questionnaires. While the internal environment includes STP analysis and marketing mix analysis.

#### Method of Data Collection and Analysis

This research will use both primary and secondary data. Data collection is taken from October – December 2012. Questionnaires were used to collect data on consumer analysis. High student population in Jakarta at 357,402 (BPS Jakarta, 2012) so with standard error rate 5% according to the table sample size determination of a specific population samples to be taken is 348. Questionnaires are distributed to prospective college students, the high school students in grade 3 were scattered in JABODETABEK area as many as 403 respondents. The result are as shown in the following.

The respondents were asked about the desire to study in colledge after high school with 9 study program options and may choose more than one. The result shown in the figure 2.

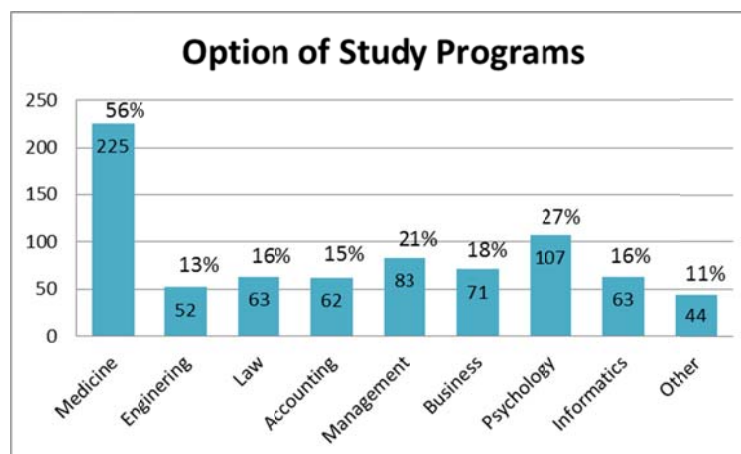


Figure 2 Option of Study Programs by Prospective Student

From figure 2 can be seen that high school student most preferred study program is medicine. Then about most reliable information media that influence in choosing a college, respondents are required to provide an answer with the scale from 1 to 5 on each factor, the result are shown in table 1:

Table 1. Information Media Ranking in Affecting Prospective Student Choice of College

No	Description	Average
1	Family	4,4169
2	School Visit	3,7940
3	Website	3,7866
4	Friends	3,7239
5	Newspaper & Magazine	3,6055
6	Tv	3,6055
7	Search Engine	3,5633
8	Direct Marketing	3,4814
9	Radio	3,4045
10	Sosial Media	3,3524
11	Online Marketing	3,3159
12	Blog Review	3,2928

From table 1 shows that high school student mostly reliant to their parents in information providing regarding college. Therefore, From that twelve factors, respondents are required to provide an answer with the scale from 1 to 5 on each factor the importance factor to be considered when choosing a college shown in the following table 2.

Table 2. Rank Of Major Factor To Be Considered In Choosing A College by Prospective Student

No.	Factor	Average
1	Accreditation	4,7295
2	Lecturer quality	4,6988
3	Facilities	4,5881
4	Study Program availability	4,4789
5	Location	4,3300
6	Building	4,3251
7	Religion Education	4,2829
8	Enrollment process	4,1241
9	Tution Fee	4,0794
10	Famous	3,9702
11	Alumni	3,8164
12	English as Lectures Language	3,4491

From table 2 it can be seen that five major factor in schoosing college/private university are accreditation, lecturer quality, facilities, study program availability, and location. Assessment of the management study program at the following ten private universities is based on 12 factors in choosing a private college. Assessment results are as shown in the figure 3.

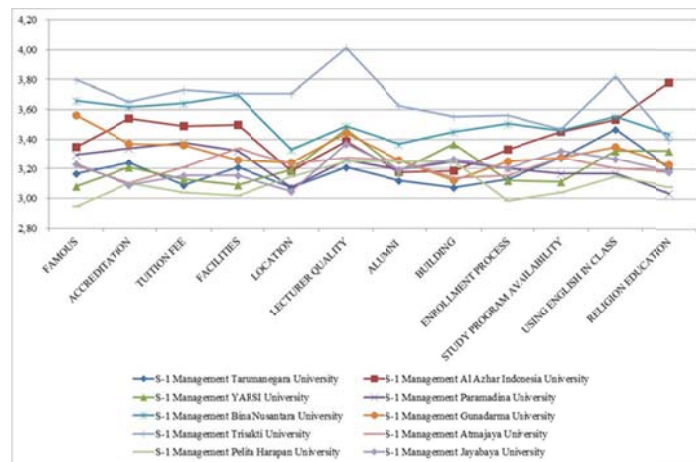


Figure 3. Comparison of Management Study Program in Private University

Assessment of the accounting study program on the following seven private universities is based on 12 factors in choosing a private college. Assessment results are as shown in the figure 4.

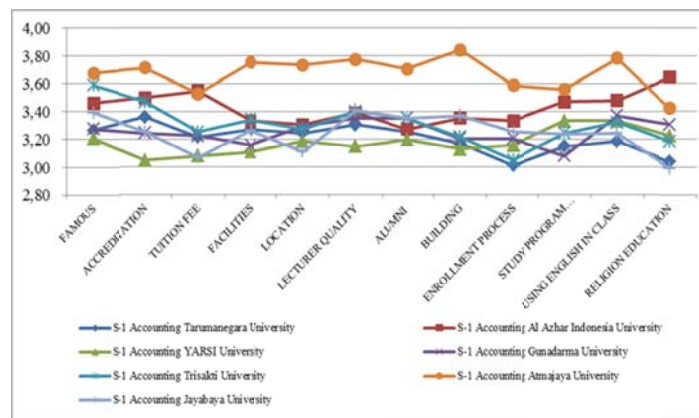


Figure 4 Comparison of Accounting Study Program in Private University

Assessment of the law study program on the following six private universities is based on 12 factors in choosing a private college. Assessment results are as shown in the figure 5.

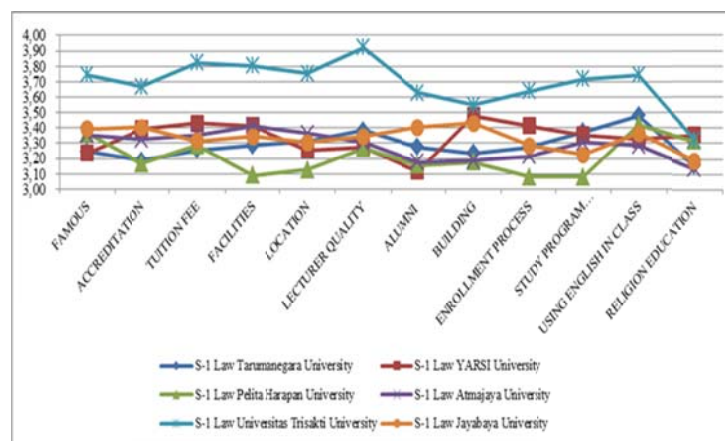


Figure 5 Comparison of Law Study Program in Private University

Assessment of informatics engineering at eight private colleges based on the following 12 factors in choosing a private college. Assessment results are as shown in the figure 6.

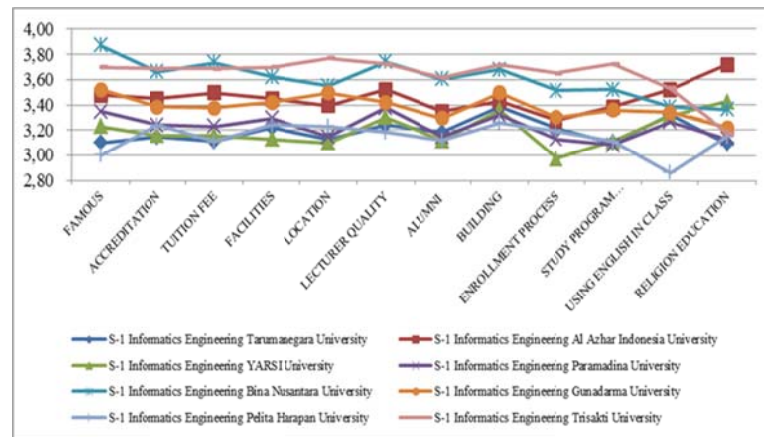


Figure 6. Comparison of Informatics Technology Study Program in Private University

Assessment of the psychology study program at the following nine private colleges is based on 12 factors in choosing a private college. Results of the assessment of consumer perceptions about the YARSI university's psychology study program and its competitors can be seen in the figure 7.

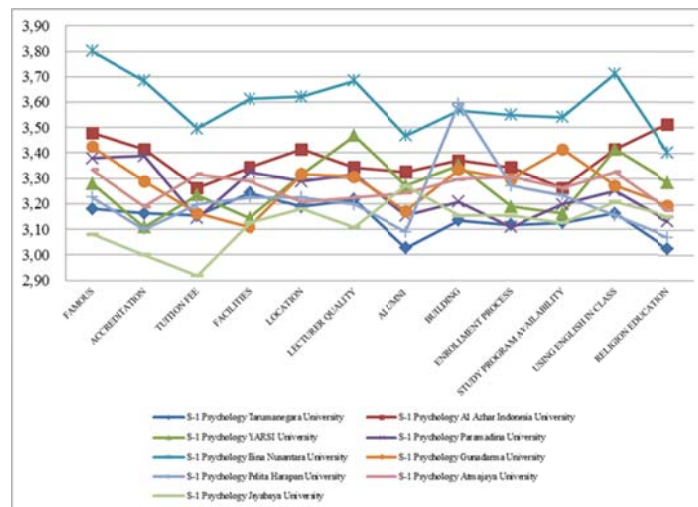


Figure 7. Comparison of Psychology Study Program in Private University

Student YARSI university conducted to determine consumers' existing opinions about the expectation and satisfaction of the 18 (eighteen) service factor YARSI University. Respondents are required to provide an answer with the scale from 1 to 5 on each factor for each department. Furthermore, the survey results are set forth in the Cartesian diagram will be discussed for each department below. Survey result of management study program shown in figure 8.

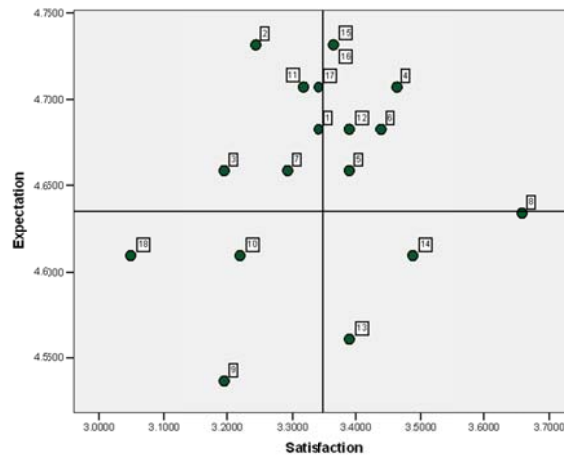


Figure 8. Cartesian Diagram of Management Study Program Expectation – Satisfaction

From figure 8 shown that **Quadrant I** contains factors that are considered important by consumers, but the satisfaction is low and should be increased. Based on survey results on student YARSI university, management study program that should be improved are: 1. Famous; 2. Accreditation; 3. Tuition Fee; 7. Alumni; 11. English as Lectures language; 17. Academic Service; **Quadrant II** contains factor which are considered important by consumers and the satisfaction is fullfil, so this factor should be maintained. This factor are : 4. Facilities 5. Location; 6. Lecturer quality; 12. Islamic Education; 15. Colledge Process Lectures; 16. Quality of lectures material **Quadran III** contains factors that are considered consumer does not really matter, so it is less perceived satisfaction. The increase in these attributes may not bring the impact for consumers. These factors are: 18. Completeness of books in the library; 10. Availability of Study Programs; 9. Enrollment Process **Quadran IV** contained factors in this quadrant are considered less important factor for consumers and tend to be excessive. These factors are: 13. Comfort and Cleanliness Campus and 14. Course curriculum Survey result of Accounting study program shown in figure 9.

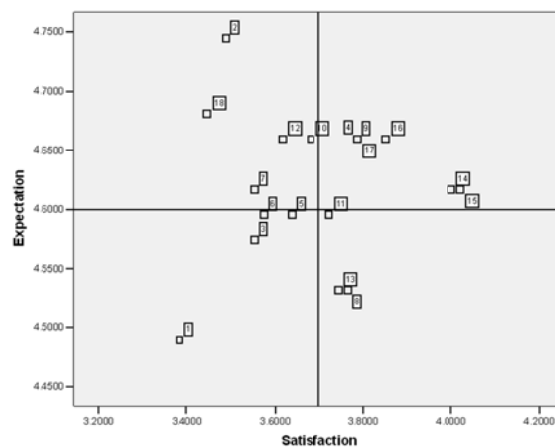


Figure 9. Cartesian Diagram of Accounting Study Program Expectation – Satisfaction

From figure 9 shown that **Quadrant I** attributes to improve : 2. Accreditation; 7. Alumni; 10. Availability of Study Programs; 12. Islamic Education; 18. Completeness of books in the library **Quadrant II** maintain performance : 4. Facilities; 9. Enrollment Process; 14. Course curriculum; 15. Colledge Process Lectures; 16. Quality of lectures material; 17. Academic Service **Quadran III** Attributes to Maintain : 1. Famous; 3. Tuition Fee; 5. Location; 6. Lecturer quality **Quadran IV** main priority : 8. Building 11. English as Lectures language; 13. Comfort and Cleanliness Campus Survey result of Law study program shown in figure 10.

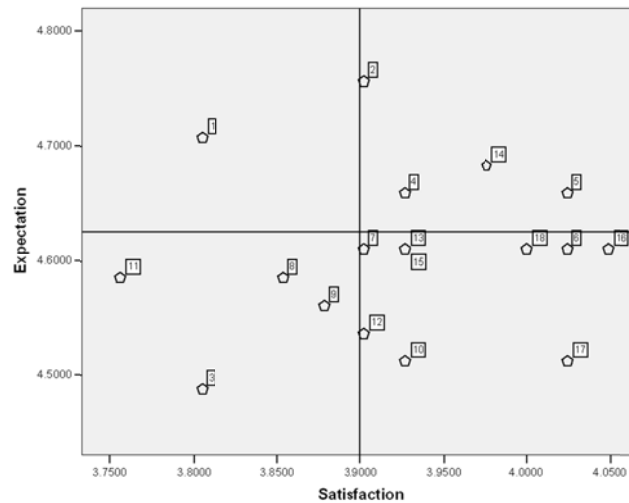


Figure 10. Cartesian Diagram of Law Study Program Expectation – Satisfaction

From figure 10 shown that **Quadrant I** Attributes to improve: 1.Famous **Quadrant II** Maintain Performance: 2. Accreditation; 4. Facilities; 5. Location ;14. Course curriculum; **Quadrant III** Attributes to Maintain: 3. Tuition Fee; 8.Building; 9. Enrollment Process; 11. English as Lectures language; **Quadrant IV** Main Priority: 6. Lecturer quality; 7. Alumni; 10. Availability of Study Programs; 12. Islamic Education; 13.Comfort and Cleanliness Campus; 15. Colledge Process Lectures; 16. Quality of lectures material; 17. Academic Service; 18. Completeness of books in the library  
Survey result of Informatics Technology shown in figure 11.

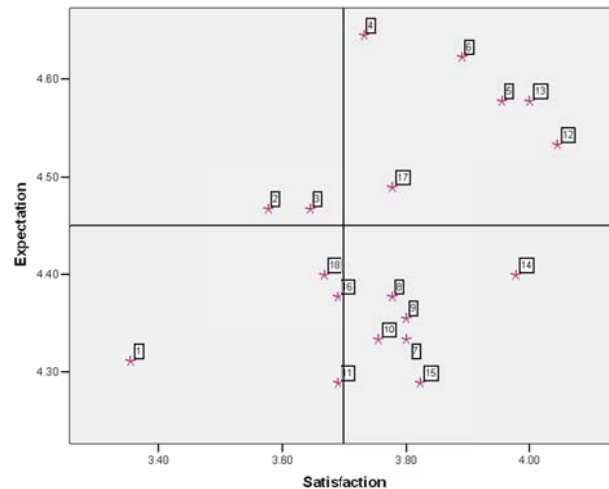


Figure 11 .Cartesian Diagram of Informatic Engineering Study Program Expectation – Satisfaction

From figure 11 shown that Quadrant I Attributes to improve: 2. Accreditation; 3. Tuition Fee Quadrant II Maintain Performance: 4. Facilities; 5. Location ; 6. Lecturer quality ; 12. Islamic Education; 13.Comfort and Cleanliness Campus ; 17. Academic Service Quadrant III Attributes to Maintain : 1.Famous; 11. English as Lectures language 16. Quality of lectures material; 18. Completeness of books in the library; Quadrant IV Main Priority: 7. Alumni; 8.Building; 9. Enrollment Process; 10. Availability of Study Programs; 14. Course curriculum;15. Colledge Process Lectures;

Survey Result of Psychology study program shown in figure 12.

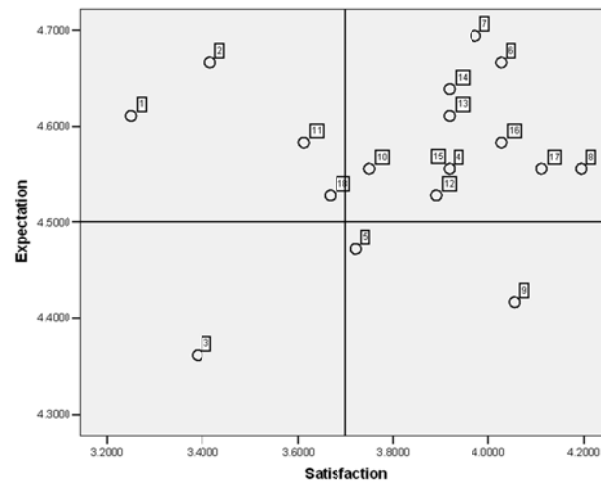


Figure 12. Cartesian Diagram of Psychology Study Program Expectation – Satisfaction

From figure 12 shown that **Quadrant I** Attributes to improve : 1.Famous 2. Accreditation; 11. English as Lectures language; 18. Completeness of books in the library **Quadrant II** Maintain Performance : 4. Facilities; 6. Lecturer quality ; 7. Alumni; 8.Building; 10. Availability of Study Programs; 12. Islamic Education; 13.Comfort and Cleanliness Campus ; 14. Course curriculum; 15. College Process Lectures; 16. Quality of lectures material ; 17. Academic Service **Quadrant III** Attributes to Maintain: 3. Tuition Fee **Quadrant IV** Main Priority 5. Location; 9. Enrollment Process

#### Analysis of Business Situation

Analysis of business situation shown in figure 13.

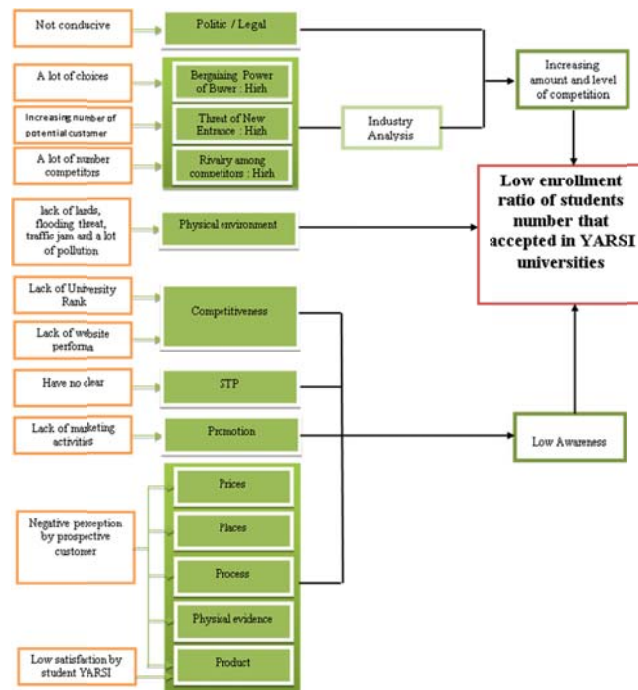


Figure 13. Problem Formulation and Root Cause



From figure 13 shown that increasing amount and level of competition and low awareness by consumer causing low enrollment ratio of students number that accepted in YARSI university.

### 3. Business Solution

Based on the analysis of external and internal, it has previously been identified root cause for YARSI's that is less students who enroll in the non-medical study program, meanwhile external competition has increasing in the industry of higher education and low awareness study program ini YARSI University, but a lot of things when compared to competitors, YARSI has many advantages. It shows the lack of achievement of marketing communications conducted by YARSI university.

#### Segmenting

A market segment consists of a group of customers who share a similar set of needs and wants (Kotler & Keller, 2012). Market segments are large, identifiable groups within a market (Kotler & Keller, 2012).



Figure 14. Segmenting of YARSI University

#### Targeting

	Geographic	Demographic	Psychographic
Primary Target	Jakarta	16-19 Year, Moeslem, Senior high school	Lifestyle : Islamic oriented, High loyalty, Looking for quality, stable, Achievement, Thinkers
Secondary Target	BODETABEK	16-19 Year, Moeslem, Senior high school	

Figure 15. Targeting of YARSI University

#### Positioning

In accordance with its vision and mission, then positioning of YARSI university as a respected and authoritative Islam college that provide high-quality and superior education according to Islam. In making its tagline YARSI university should refer to its positioning.

#### Marketing Mix Strategy

The seven elements of service marketing, represent the ingredients required to create viable strategies for meeting customer needs profitability in a competitive marketplace (Lovelock, Wirtz, & Chew, 2009)

#### Product Strategy

From survey result, each study program need to improve several factor to meet consumer expectation. The explanation are as follows :

**Management.** According to the survey results of high school students, YARSI university accreditation not meet their expectations. This show that the low awareness of the YARSI management study program, than the competitors management study program, YARSI's accreditation is quite competitive. According to the results of a survey of students in YARSI management study program, existing accreditation has not met their expectations. So the value of accreditation needs to be improved. Another factor that has not met expectations YARSI students is the use of English as the lectures language in college, so it should be improved.

**Accounting.** According to the survey of high school students, YARSI weakness lies in the perception of low accounting study program accreditation. While the results of YARSI accounting students, factors that do not meet their expectations and expect to be improved are the accreditation and Islamic religious education.

**Law.** According to the survey, both surveys to high school students and YARSI students, legal education services are as expected.

**Technical Information.** According to the results of a survey of high school students, informatics engineering weakness lies in accreditation. While the results of a survey of engineering informatics students in YARSI unmet expectations of this course is accreditation. If consideration YARSI student satisfaction, then increase the value of accreditation is possible.

**Psychology.** According to the results of a survey of high school students, YARSI weakness lies in the accreditation and Islamic religious education. The recent accreditation is C, is important in increasing the value of accreditation, given the results of a survey of psychology students in YARSI, accreditation has not met their expectations. As for the Islamic religious education, you need to do is socialize well on this. English language is one factor that has not met expectations YARSI psychology student, so it needs to be improved.

In overall, the survey results of accreditation are factors which should be improved by each department. However, YARSI's competitors that have the same accreditation or even under them could accept more student than YARSI. It means there should be a strategy to sell products that are not even accredited A. From the survey results of the mostly high school student gives an assessment of the non-medical majors that do not meet their expectations, leading to low awareness of the YARSI university. Therefore, the strategy should be done by YARSI are looking for a brand to be built and sold. A brand name must be chosen with the six general criteria of memorability, meaningfulness, likability, transferability, adaptability, and protectability in mind (Keller, 2008).

Then to win the competition, YARSI university should develop a new specific study program and does not exist or is rare in Indonesia. Suitable brand for YARSI University are the islamic and medicine image that well-known. In order to further development of YARSI university study program and study program spesification, it should related to those two image. The centerpiece of a brand relevance strategy in which the competition is reduced, weakened, or even nonexistent (Aaker, 2011). For new study program alternative proposal such as Business Management and Syaria Finance, Islamic Accounting and Finance, Islamic Business Management, Syaria Banking, Medical management, Business Law and Syaria, Medical Informatics, Islamic Psychologi, etc.

#### **Prices Strategy**

Based on the results of a survey of high school students, tuition fee is not an important factor in choosing a private college. So with lowered price strategy is not attractive for high school students. While the results of a survey of YARSI students, tuition is not as expected specially for engineering informatics and management students. This needs to be analyzed separately in both directions if the student is dissatisfied because they feel too expensive or because the value obtained is not in appropriate with the cost that incurred.

#### **Places Strategy**

Location of yarsi university will not be different from the existing location. campus location will still remain in Jakarta. Unless YARSI's student increasing and YARSI university building not able to accommodate any longer, it is necessary to consider parallel campus outside jakarta but still around the JABODETABEK, considering the land availability in the Jakarta area are very rare and expensive.

#### **Promotion Strategy**

From previous chapters, it have described many promotional strategies that are less effective and not even on target. Hence this campaign coverage should be expanded, using the right media

campaign. Still from the survey results, many study programs offered YARSI far superior when compared to other universities, but still lost in the eyes of consumers. This is of course due to the lack of effective promotional strategies do YARSI. therefore a need to increase promotional activities YARSI university.

### **Process Strategy**

In the registration process, YARSI university has been good, for outside medicine faculty should be augmented PMDK track, especially for schools outside Java. The requirement for enrollment through PMDK should be expanded PMDK not only for students that excel in school (rank three), also outstanding students in the fields of religion, such as the champion of speech contest, champion Tilawatil Quran, etc, its is done as well as part of a campaign to raise awareness, so that registrant to YARSI university increase.

### **People Strategy**

Lecturer is an important factor, according to market research that conducted, lecturer has been the second factor to be considered in selecting college. If the lecturer quality of one university higher than other university, it mean that university is better. Currently YARSI university have had some professors and doctors, if it can the number of doctors and professors in YARSI university should be improved. This will raise the credibility of the YARSI university and raise accreditation of existing courses. Internal Scholarships can be considered to be a preferred recruitment of doctors and professors.

### **Physical Evidence Strategy**

Nowadays Physical evidence of YARSI university has been good, there are complete facilities ranging from a cozy lecture hall, a.c., internet, libraries, laboratories and other supporting facilities. Furthermore, what is need to be reminded that these facilities are always maintained its cleanliness and neatness. As for the official website of the university should be more informative and more up to date, as a reflection of YARSI universities itself.

### **Marketing Communications Strategy**

Targeting is used to focus the marketing communication effort on (1) current customers who are most likely to repurchase and/or influence purchase, (2) those who need special attention for whatever reason (e.g have slowed their frequency of purchase, have a bad customer service problem, have had a dialogue with the brand but have not yet purchase), and (3) those who have not bought the brand before but are likely prospect based on their profile, other stakeholders who affect or influence these three categories of customers and prospect may also be targeted (Duncan, 2002) According to service marketing book (Lovelock, Wirtz, & Chew, 2009), there are three board target audiences for any services communications strategy : prospects, users, and employees.

- ❖ Prospects— prospective students. In the previous subchapter it has been presented the results of market research on media that provide timely and accurate information regarding private colleges are a family (very trusting of 52.61%). Therefore, the target audience is students, parents, and families.
- ❖ Users—student dan YARSI university alumnus. They potentially participate in promote YARSI university, their behaviors will be reflection of YARSI university because their behaviors are formed during their study in YARSI university, They also mingled with the prospects, so YARSI university should make them part of the communication.
- ❖ Employees—Lecturer and YARSI university employee. Based on the results of the previous survey, lecturer become the second very important consideration in choosing college after the accreditation. Therefore, lecturer also need to set up their positioning in marketing communication about YARSI university and ads.

Communication objectives is increasing awareness of YARSI university, especially those targeted by YARSI university, whether it primary targets and secondary targets.Its Expected with increasing

awareness many high school student who apply to the YARSI university. Therefore the message strategy based on its positioning strategy, will be "*Kampus bagi yang berzikir dan berfikir*".

### **Personal Communication**

Word of mouth carried out by alumni, lecturer and YARSI university employees, this activity takes place informally through conversations, during a briefing in high school, consulting and other community events. From the results of an internal survey in YARSI, most students know YARSI from their parents (27%) and friends (48%). So in order to optimizing WOM the first to do is satisfy YARSI students first with their service, so that students will be willing to be involved actively as WOM. It can be done by involving the students for promotion to the schools and the neighborhood.

### **Advertising**

In order to advertise YARSI university should use the newspaper media as media campaigns, that targeted primarily to the prospective students parents and families. Newspaper used must meet the following requirement such as , adult market segmentation, medium to high social class, has a national scope, therefore the newspaper that meet these criteria are the Kompas, Newspaper, Seputar Indonesia, Media Indonesia and the jakarta post.

### **Publicity and Public Relation**

**School Visit.** Based on market research results, school visit still have important role, this visit can be done by involving alumni, or YARSI university employee. If the visit involving alumni and current student, it can reach a wider area than if it done by YARSI university employee alone. In addition, if the visit performed by YARSI university student to former high school, it would be more acceptable by their junior.

**Education Fair.** Education fair held to provide a clear picture of the YARSI university to prospective students and families. Education fair can be done alone or in conjunction with other universities. If it done jointly the advantage is the number of visitors will be more than if the education fair held its own, but if doing it together other universities it will be acompetition with other universities to attract prospective students.

**Special Events.** This event held on the great days of Islam, if all this time events only target the high school student, now the target is expanded to the prospective students parents and families. Events that can be implemented are parental coaching, *pengajian* with invited well known *ustadz* or *ustadzah*. Of Course In all event will be a session about the YARSI university explanation, so that can be increasing awareness to its parents and families. Parents and families choice as a target market is according to market research results stating that family are the most influential media in determining college, so its expected that parents and families who attend events will be advised their children and families to apply to the YARSI university. Event that held not only as a recognition form of YARSI university but also strengthen the positioning as a leading Islamic university in Indonesia.

### **Instructional Material**

**Website.** Website is a marketing tool that able to reach out various groups across geographical boundaries so it can reach as many potential customers. From the results of market research website occupy fourth rank in the most influential media on determine college, and the YARSI university should have a good website if want to achieve marketing goals. In general, the criteria of a good website is accessible, easy to read and understand, have a clear and consistent design, and user friendly. Furthermore, in order to increase the visitor number in website, YARSI University must doing these following steps:

- ❖ Improve the design and appearance of the YARSI university website
- ❖ Diligently updating content
- ❖ Write each news interestingly
- ❖ Any update submit using social media (Facebook, Twitter)
- ❖ Make a monthly blog contest

### **Brochures**

Brochures are an important equipment in the promotion, via brochure people can receive a brief explanation about the YARSI university. The brochure distributed during school visits, education fairs, special events and other. The current brochure is quite interesting just distribution are less maximum.

### **Corporate Design**

**Stationery.** All stationery should be has logos or written "YARSI University" in it. Besides being a form of pride this also as part of a promotion. Stationery can be distributed together with a brochure or distributed separately. In choosing the type of stationery should also pay attention to its target market. For prospective students stationery that can be distributed such as pens, funny stickers, key chains, while for parents and families can be a prayer book, *wirid* book, or *yaasin* books.

**Vehicles.** Vehicle as one of corporate design should also support the efforts to introduce YARSI university to its konsumen. Whether vehicle are belongs to YARSI University, lecturer, staff and students should also be encouraged owned include YARSI university logo.

### **Conclusion of Business Solution**

From the analysis result for business solution, YARSI universities should have formulation of segmenting, targeting, positioning strategy, which is the main target are Muslim students. So as to facilitate the achievement of the target marketing activities. YARSI University also should offers marketing mix strategy, based on survey result. Furthermore, a good marketing communication plan will increase the number of interested high school students, which is expected to increase the number of students who enroll at the YARSI university.

## **4. Implementation Plan**

The discussion will include implementation timeline, human resources requirement, and budgeting that required for executing strategy.

### **Implementation Timeline**

The proposed implementation timeline table show the marketing communication planning that will be done until December 2014. Personal Communication conducted by Admission Committee that functions like customer service at the bank. Implementation of customer service activity performed at the time of admission in December until July each year. Word of Mouth performed by students, alumni, lecturer, staff and outsiders. This activity takes place all the time on an informal basis.

Advertising execute by placing an ad in the newspaper from April 2013 until December 2014 as many as 15 times. Publicity and Public Relations done with visits to schools, education fairs and special events. Special events held through the implementation of parental coaching, *pengajian*, and other. Instructional materials through the website and brochure, website improvement is a major concern that must be done as a communication channel that can reach many people. Moreover Corporate Design applied to stationery and vehicle to support YARSI University awareness.

### **Human Resources Requirement**

Human resources play crucial role for succeeding marketing communication, therefore human resources requirement for each marketing communication activity must be palnning appropriately. YARSI university should formed marketing team in rectorat consist of seven people , and two people marketing team in each faculty.

### **Conclusions And Sugestions**

To raising number of students, YARSI university need to build more awareness specially in other Faculty beside medicine Faculty. Marketing activities should promote comprehensively all faculties and departments in YARSI University that emphasizes the quality and fit of Islam. As an Islamic

university, YARSI university could potentially become private colleges according to islam, powerful and widely known to the public in accordance with the vision and mission, considering location of YARSI university located in the state capital. Market research is needed to find out more information such as market size of potential new students outside Jakarta, which areas have the potential for YARSI university to search potential students and also finding the best combination of marketing mix such as using conjoin analysis in accordance with the prospective YARSI university students.

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